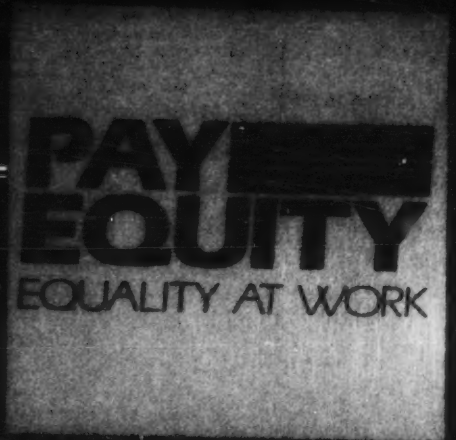




Pay Equity Implementation in Manitoba Universities



PAY EQUITY IMPLEMENTATION IN
MANITOBA UNIVERSITIES

Manitoba Labour
Pay Equity Bureau
May 1991



TABLE OF CONTENTS

	PAGE
EXECUTIVE SUMMARY	i
PREFACE	vii
INTRODUCTION	viii
PART I PROFILE OF UNIVERSITIES	1
By Employer and Employee Representation	1
By Gender of Employees	1
By Establishment Size	1
PART II PAY EQUITY IMPLEMENTATION IN THE MANITOBA UNIVERSITIES	5
PHASE I: October 1, 1986 - June 30, 1987	5
A. DETERMINATION OF THE GENDER-DOMINATED JOB CLASSES.	5
A.1 Female-Dominated Job Classes	5
"10/70" Female Classes	5
Additional Female Classes	6
Total Female Classes	7
A.2 Male-Dominated Job Classes	11
"10/70" Male Classes	11
Additional Male Classes	11
Total Male Classes	12
B. SELECTION AND/OR DEVELOPMENT OF A GENDER-NEUTRAL JOB EVALUATION SYSTEM	16
PHASE II: July 1987 - September 30, 1988	17
A. NEGOTIATED WAGE RATES FOR JOB CLASS COMPARISONS	17
B. SELECTED METHODOLOGIES FOR NEGOTIATING PAY EQUITY WAGE ADJUSTMENTS	19
C. ADJUSTED FEMALE-DOMINATED JOB CLASSES	21
D. PAY EQUITY WAGE ADJUSTMENTS	23
By Organization	23
By Unionization	23
By Number of Workers Receiving Pay Equity Adjustments. . .	23
By Occupational Category	23
E. TOTAL PAYROLL COSTS OF PAY EQUITY WAGE ADJUSTMENTS	29

LIST OF TABLES

Table I:A	Summary of Results of Pay Equity Implementation in Universities Phase I: October 1, 1986 - June 30, 1987	v
Table I:B	Summary of Results of Pay Equity Implementation in Universities Phase II: July 1, 1987 - September 30, 1988	vi
Table 1.1	Universities Under The Pay Equity Act as of October 1, 1986	2
Table 1.2	Distribution of Employees by Union Status: 1986	3
Table 1.3	Distribution of Employees by Gender: 1986	4
Table 2.1	Summary of Employee Distribution in Female-Dominated Classes: 1986	8
Table 2.2	Summary of Employee Distribution in Additional Female Classes: 1986	9
Table 2.3	Summary of Employee Distribution in Female-Dominated and Additional Female Classes: 1986	10
Table 2.4	Summary of Employee Distribution in Male-Dominated Classes: 1986	13
Table 2.5	Summary of Employee Distribution in Additional Male Classes: 1986	14
Table 2.6	Summary of Employee Distribution in Male-Dominated and Additional Male Classes: 1986	15
Table 2.7	Job Evaluation Systems Selected and/or Developed	16
Table 2.8	Negotiated Wage Rates for Job Class Comparisons	18
Table 2.9	Selected Methodologies for Negotiating Pay Equity Wage Adjustments: 1988	20
Table 2.10	Summary of Adjusted and Non-Adjusted Female Classes: 1988 . .	22
Table 2.11	Average Adjustments Per Class (\$ and %): 1988	25
Table 2.12	Average Adjustments Per Class (\$ and %) by Union Status: 1988	26
Table 2.13	Adjusted Classes and Average Adjustment Per Class by Occupational Categories: 1988	27
Table 2.14	Percentage Distribution of Adjusted Classes by Occupational Category: 1988	28
Table 2.15	Total Payroll Costs (%) for Pay Equity Wage Adjustments: 1988	30

LIST OF APPENDICES

APPENDIX A The Role of the Manitoba Pay Equity Bureau

APPENDIX B 1 - Pay Equity Implementation Monitoring Report Forms 1 & 2
2 - Instructions to Monitoring Report Form II:
Section F - Assessment of the Gender Wage Gap

APPENDIX C Unions and Associations Involved in Implementation of
The Pay Equity Act in Manitoba Universities



EXECUTIVE SUMMARY

- * The four universities; Brandon University, Collège universitaire de Saint-Boniface, University of Manitoba and University of Winnipeg, began the process of implementing pay equity on October 1, 1986 as mandated by The Pay Equity Act.
- * The Pay Equity Act required employer and employee representatives to negotiate and reach agreements by specific deadlines concerning pay equity implementation, followed by a period of up to four years for the phasing in of pay equity wage adjustments.
- * The Act obliged each employer, through negotiation with bargaining agents for unionized employees and employee representatives for non-unionized employees, to select and/or develop a single, gender-neutral job evaluation system and to determine the female and male-dominated classes to which the job evaluation system was to be applied by June 30, 1987 (first agreement).
- * After the job evaluation process was completed, a second round of negotiations commenced to assess if gender-based pay inequities existed and, if so, to negotiate the exact allocation and phasing in of necessary pay equity adjustments (second agreement). Parties had up to September 30, 1988 to reach the second agreement and the pay equity adjustments commenced on October 1, 1988.
- * As mandated by The Pay Equity Act, the Pay Equity Bureau was established in Manitoba Labour in 1985. One of the major responsibilities of the Bureau was to monitor the implementation of pay equity in these organizations. The role of the Pay Equity Bureau is described in more detail in Appendix A. During the two-year negotiation process, parties were required to file information, based on their first and second agreements, with the Pay Equity Bureau.

- * The information presented in this report is based on the material provided by these organizations to the Pay Equity Bureau. The monitoring report forms are attached as Appendix B.

Highlights of pay equity implementation in Manitoba universities include:

- Upon commencement of the pay equity audit on October 1, 1986, the four universities had approximately 7,526 employees with 3,321 women (44.1%) and 4,205 men (55.9%) (Table I:A).
- The University of Manitoba employed the majority of the overall university workforce (84.4% or 6,355 employees). The University of Winnipeg employed 9.3% or 701 of the 7,526 employees in these organizations, followed by Brandon University (5% or 377 employees), and Collège universitaire de Saint-Boniface (1.2% or 93 employees).
- All four organizations had three or more bargaining agents with approximately 71.4% of the employees in the overall university workforce being unionized. Seventeen unions were involved in pay equity implementation in universities. A complete list is attached as Appendix C. The Association of Employees Supporting Education Services (AESES) had the highest level of representation with bargaining agents in two of the universities.
- In the first phase of negotiations, both employer and employee representatives for these organizations negotiated the inclusion of 1,910 employees (25.4% of total workforce) in female-dominated job classes and 2,630 (34.9% of total workforce) in male-dominated classes into the pay equity audit.
- The inclusion of these female classes resulted in approximately 50.8% of the female workforce or 1,688 women being potentially eligible for pay equity adjustments.

- All four universities selected and/or developed job evaluation systems which used weighted, point factor methodologies. Three of the universities selected job evaluation systems provided by Hay and Associates, while Collège universitaire de Saint-Boniface developed its own in-house system.
- Parties negotiated different methodologies for comparison of female and male-dominated job classes. Parties representing Brandon University, Collège universitaire de Saint-Boniface and the University of Winnipeg negotiated to move the female pay line to the male pay line, while the University of Manitoba negotiated to move the female job classes to the male pay line.
- All four organizations identified gender-based pay inequities, encompassing 99% of the female-dominated classes and 99% of the potentially eligible employees whose job classes were assessed for possible pay equity adjustments.
- Overall, 1,954 university employees (88% female, 12% male) in the four universities received pay equity adjustments. This total represented approximately 51.8% of the female workforce and 25% of the overall workforce in these four organizations (Table I:B).
- The average pay equity adjustment per class for these four organizations was \$2.01 or 19.7% per hour. Adjustments ranged from 8.9% or \$1.08 per hour at the University of Winnipeg to 28.7% or \$2.63 per hour at Brandon University.
- According to type of occupation, the clerical groupings, for example secretaries, clerks and bookkeepers represented the majority (66.7%) of classes receiving adjustments with an average adjustment per hour of \$1.98 or 18.6%.
- Total payroll cost for pay equity adjustments within these organizations was directly related to the percentage of the workforce receiving pay equity adjustments and the adjustment per class. For

example, Brandon University with 35% of its workforce receiving adjustments had a total payroll cost of 3.6%, while Collège universitaire de Saint-Boniface with 22.6% of its workforce receiving adjustments had a total payroll cost of 1.2%.

- Overall, the average total payroll cost for the four universities implementing pay equity adjustments was 2.33%.
- Pay equity wage adjustments commenced in all four organizations as of October 1, 1988. Parties negotiated the number of years for phasing in the pay equity adjustments. Brandon University and the University of Manitoba chose to phase in the adjustments over four years, the University of Winnipeg negotiated three years, and Collège universitaire de Saint-Boniface negotiated two years.

TABLE I:A
SUMMARY OF RESULTS OF PAY EQUITY IMPLEMENTATION IN UNIVERSITIES
PHASE I: OCTOBER 1, 1986 - JUNE 30, 1987

University	Female Employees		Male Employees		Total Employees		Employees in Female Classes		Employees in Male Classes	
	Number	Percent of Entity	Number	Percent of Entity	Number	Percent of Total	Number	Percent of Entity	Number	Percent of Entity
Brandon University	184	48.8%	193	51.2%	377	5.0%	130	34.5%	148	39.3%
Collège universitaire de Saint-Boniface	46	49.5	47	50.5	93	1.2	23	24.7	12	12.9
University of Manitoba	2,767	43.5	3,588	56.5	6,355	84.4	1,552	24.4	2,268	35.7
University of Winnipeg	324	46.2	377	53.8	701	9.3	205	29.2	202	28.8
Total	3,321	44.1%	4,205	55.9%	7,526	100.0%	1,210	25.4%	2,630	34.9%

Source: Manitoba Labour, Pay Equity Bureau

TABLE I:B

SUMMARY OF RESULTS OF PAY EQUITY IMPLEMENTATION IN UNIVERSITIES

PHASE II: JULY, 1987 - SEPTEMBER 30, 1988

University	Employees Receiving Adjustments ¹						Average ¹ Adjustment Per Class Dollars	Number of Years Phasing In	Percent of Total Payroll	Total Cost
	Females		Males		Total Percent of Entity					
	Number	Percent of Total Females	Number	Percent of Total Males						
Brandon University	127	69.0%	5	2.6%	132	35.0%	\$2.63	4	3.6%	
Collège universitaire de Saint-Boniface	21	45.7	0	0	21	22.6	1.35	2	1.2	
University of Manitoba	1,357	49.0	185	5.2	1,542	24.3	2.03	4	2.8	
University of Winnipeg	216	66.7	43	11.4	259	37.0	1.08	3	1.7	
Total	1,721	51.8%	233	5.5%	1,954	26.0%	\$2.01			Average Cost = 2.33%

11988

* Represents the average of the percentage increase, not the percentage of the average dollar increase.

Source: Manitoba Labour, Pay Equity Bureau

PREFACE

This report focuses on the implementation of pay equity as mandated by The Pay Equity Act in the four Manitoba universities. This report provides the following: a profile of the universities; information on pay equity implementation including; selected female and male-dominated job classes for comparison purposes, selected and/or developed job evaluation systems, methodologies for assessment of gender-based pay inequities and for any necessary pay equity adjustments, and the results of pay equity implementation including number of workers receiving adjustments, average pay equity adjustments; and the total payroll costs for pay equity adjustments.

Other publications in this implementation series include:

Pay Equity Implementation in the Manitoba Civil Service - A Case Study.

Pay Equity Implementation in the Manitoba Crown Corporations.

Technical series on implementing pay equity includes:

#1 Job Evaluation

#2 Job Analysis

#3 Interpretation and Wage Adjustments

#4 Negotiating Pay Equity

For further information, contact:

Pay Equity Bureau
Manitoba Labour
609 - 386 Broadway
Winnipeg, Manitoba
R3C 3R6
(204) 945-0475

INTRODUCTION

The primary reasons for the passage of The Pay Equity Act in 1985 are stated in the preamble to the Act:

"WHEREAS many women in the Manitoba labour force work in traditionally female occupational groups, where their work is undervalued and underpaid;

AND WHEREAS Canada's international obligations commit this country to implementing the principle of equal pay for work of equal value;

AND WHEREAS section 15 of the Canadian Charter of Rights and Freedoms guarantees individuals equality before and under the law and the right to the equal protection and equal benefit of the law without discrimination;"

Over the past 25 years, the number of women in the paid labour force has increased dramatically. In 1966, 37% of women in Manitoba were in the paid labour force in contrast to 58.6% in 1989. However, even though many women are now working outside the home, they still receive significantly less pay than men. The difference in women's pay in comparison to men is known as the gender wage gap.

According to the Canada Census, there was only a modest decrease in the gender wage gap in Manitoba from 1970 to 1985. In 1970, Manitoba women workers were paid 40% less than men and in 1985 women were still being paid 33% less than men. In 1988, the gender wage gap stood at 32%. Women workers in Manitoba were, on average, paid 68¢ for every \$1.00 paid to men.

The wage gap is due to many factors. Compared to men, women tend to work fewer hours per week; are less likely to be employed in unionized jobs; have fewer promotions in an organization; and take more leaves from their jobs due to family responsibilities. However, one of the major reasons for the wage gap is the concentration of women into certain types of jobs.

Although women's participation in the Manitoba labour market continues to grow, the majority of women still work within a narrow range of occupations. Women workers in Manitoba continue to be employed in four major occupational groups, with 31% in clerical, 17% in service, 10% in health and 9% in sales. In contrast, male workers tend to be distributed more evenly throughout a wide variety of occupations. These occupational patterns by gender are reflected in many organizations in all sectors of the economy.

The over-representation of women workers in a narrow range of occupations has an economic impact on women and their families, since these jobs have been traditionally undervalued and consequently underpaid. Historically these jobs have been undervalued because they are mainly done by women. The perceived qualifications for doing these types of jobs include skills which women use in their unpaid roles as caregivers and homemakers.

Pay equity is designed to correct that portion of the gender wage gap resulting from the undervaluing of traditionally female jobs. The principle of pay equity is that the wage for a job should be based on the value of the job rather than the gender of the worker.

The Pay Equity Act is specifically aimed at remedying the undervaluation of traditionally female jobs. The Act specifies that pay equity

"means a compensation practice which is based primarily on the relative value of the work performed, irrespective of the gender of employees, and includes the requirement that no employer shall establish or maintain a difference between the wages paid to male and female employees, employed by that employer, who are performing work of equal or comparable value".

The Act covers the provincial civil service, which includes the 3 community colleges; 20 Crown corporations; 23 of the larger health care facilities; and the 4 universities.

The legislation outlined a two-year negotiation process followed by a period of up to four years for the phasing in of pay equity wage adjustments. The law obliged each employer, through negotiation with bargaining agents for

unionized employees and employee representatives for non-unionized employees, to select and/or develop a single, gender-neutral job evaluation system; determine male and female-dominated job classes; evaluate these job classes on the basis of the four factors of skill, effort, responsibility and working conditions; assess whether gender-based inequities exist between female and male-dominated job classes; and, if necessary, phase in pay equity wage adjustments for undervalued female-dominated job classes.

Representatives for the employers and employees for the four universities commenced pay equity negotiations on October 1, 1986. The Pay Equity Act contained specific deadlines for parties to reach agreement during the pay equity process. An agreement respecting the development or selection of a single, gender-neutral job evaluation system, and the male and female-dominated job classes to be compared had to be reached by no later than June 30, 1987.

Once the gender-dominated job classes had been evaluated, a second round of negotiations commenced. These negotiations dealt with determining the gender-based wage inequities and the quantum, allocation and phasing in of the necessary pay equity wage adjustments. This second agreement had to be signed no later than September 30, 1988. The pay equity wage adjustments commenced as soon as the second agreement was reached and the Act allowed a phasing in of pay equity wage adjustments of up to 4 years.

The universities completed the Monitoring Report Forms forwarded by the Pay Equity Bureau. The role of the Pay Equity Bureau as related to pay equity implementation in the universities is described in Appendix A. The information presented in this report is based on the data provided to the Pay Equity Bureau in these monitoring reports. Copies of these Monitoring Report Forms are included as Appendix B.

This report presents the following information concerning pay equity implementation in the four universities:

A. Profile of Manitoba Universities

Employee distribution:

- by employer and employee representation;
- by gender of employees;
- by establishment size; and
- by degree of unionization.

B. Female and Male-Dominated Classes in Crown Corporations

Gender-dominated classes:

- classes with 10 or more incumbents, 70% or more gender-dominated; and
- additional classes (classes with less than 10 incumbents which the parties agreed to consider as gender-dominated).

C. Job Evaluation Systems Selected and/or Developed

D. Determination of Gender-Based Pay Inequities

- methodologies for job class comparisons; and
- wage rates used.

E. Pay Equity Wage Adjustments

- female-dominated classes receiving and not receiving adjustments;
- number of employees receiving adjustments; and
- pay equity adjustments (\$ and % per hour) by organization, establishment size, sector and occupational category.

F. Total Payroll Costs of Pay Equity Wage Adjustments.

PART I

PROFILE OF UNIVERSITIES

By Employer and Employee Representation

All four of the universities were unionized (Table 1.1). A complete list of these unions and associations is attached as Appendix C. All of the universities had the involvement of three or more unions, for example, there were seven unions at the University of Manitoba and four unions at Brandon University. The Association of Employees Supporting Education Services (AESES) had the highest level of representation with bargaining agents in two of the 4 universities.

As displayed in Table 1.2, 71.4% of the employees in the 4 universities were unionized. The highest levels of unionization occurred at Brandon University (93.6% of workforce) and Collège universitaire de Saint-Boniface (80.6% of workforce).

By Gender of Employees

The University of Manitoba employed the majority of women (2,767 women or 83% of the female workforce in the universities), followed by the University of Winnipeg (324 women or 10%) and Brandon University (184 women or 6%).

In terms of gender distribution within a university, there was a similar pattern from one university to another. Overall, the workforce in universities was composed of approximately 44% female and 56% male (Table 1.3).

By Establishment Size

As displayed in Table 1.3, there were approximately 7,526 employees in the universities. The largest organization, the University of Manitoba, had 6,355 employees or 84.4% of the university workforce. The University of Winnipeg was the next largest employer with 701 employees while Collège universitaire de Saint-Boniface was the smallest establishment with 93 employees or 1.2% of the total university workforce.

TABLE 1.1
UNIVERSITIES UNDER THE PAY EQUITY ACT
AS OF OCTOBER 1, 1986

University	Industrial Sector	Bargaining Agents*
Brandon University	Education	MGEA, BUFA MFCW, IUOE
Collège universitaire de Saint-Boniface	Education	MGEA, CCSB CUSB
University of Manitoba	Education	AESES, CAIMAW, CUPE CUEW, GCIU, UMDCSA, UMFA, UMPA
University of Winnipeg	Education	AESES, UWFA, UWFA-C

* For listing of bargaining agents and negotiators, see Appendix C.

Source: Manitoba Labour, Pay Equity Bureau

TABLE 1.2
UNIVERSITIES
DISTRIBUTION OF EMPLOYEES BY
UNION STATUS: 1986

University	Unionized Employees		Non-Unionized Employees		Total Employees	
	Number	Percent of Entity	Number	Percent of Entity	Number	Percent of Total Entities
Brandon University	353	93.6%	24	6.4%	377	5.0%
Collège universitaire de Saint-Boniface	75	80.6	18	19.4	93	1.2
University of Manitoba	4,435	69.8	1,920	30.2	6,355	84.4
University of Winnipeg	514	73.3	187	26.7	701	9.3
Total	5,377	71.4%	2,149	28.6%	7,526	100.0%*

*Percentages may not add to 100 due to rounding.

Source: Manitoba Labour, Pay Equity Bureau

TABLE 1.3
UNIVERSITIES
DISTRIBUTION OF EMPLOYEES BY GENDER: 1986

Crown Corporations	Female Employees		Male Employees		Total Employees	
	Number	Percent of Entity	Number	Percent of Entity	Number	Percent of Total Entities
Brandon University	184	48.8%	193	51.2%	377	5.0%
Collège universitaire de Saint-Boniface	46	49.5	47	50.5	93	1.2
University of Manitoba	2,767	43.5	3,588	56.5	6,355	84.4
University of Winnipeg	324	46.2	377	53.8	701	9.3
Total	3,321	44.1%	4,205	55.9%	7,526	100.0%*

*Percentages may not add to 100 due to rounding.

Source: Manitoba Labour, Pay Equity Bureau

PART II

PAY EQUITY IMPLEMENTATION IN THE MANITOBA UNIVERSITIES

PHASE 1: OCTOBER 1, 1986 - JUNE 30, 1987

A. DETERMINATION OF THE GENDER-DOMINATED JOB CLASSES

As stipulated by The Pay Equity Act, all job classes with 10 or more incumbents and 70% or more gender-dominance on the date of commencement of pay equity, October 1, 1986, had to be included in the pay equity audit. These classes are referred to as "10/70" classes. Parties could also negotiate the inclusion of other classes as part of the pay equity exercise. These classes, other than the 10/70 classes, are referred to as "additional" classes. All parties reached agreement within the designated timeframe of June 30, 1987 regarding the determination of gender-dominated classes to which the job evaluation system was to be applied.

A.1 Female-Dominated Job Classes

"10/70" Female Classes

Table 2.1 outlines the female-dominated classes (10/70) which met the legislated criteria. The application of the 10/70 provision to determine gender-dominated classes captured 43.1% of the overall female workforce or 21.5% of the total workforce in the four universities.

At the University of Manitoba, with the greatest number of female workers, the 10/70 provision captured 44.6% of the female employees. At Brandon University, 40.8% of the women employees were included, followed by 38.3% at the University of Winnipeg.

As shown in Table 2.1, the 10/70 provision did not capture any of the female workforce in Collège universitaire de Saint-Boniface which employed less than 100 employees.

Additional Female Classes

As outlined in The Pay Equity Act, classes other than those defined by the 10/70 provision may be considered gender-dominated in accordance with the negotiated agreement of the parties concerned.

The Pay Equity Bureau issued the following guidelines concerning the criteria for inclusion of these additional classes.

- * Classes of 1 - 9 incumbents where the work performed is categorized in an occupational group which in the labour force at large, according to Canada Census data is or has been predominantly male or female, for example, plumber, typist.
- * Classes of 1 - 9 incumbents which complete an existing series. For example, if Clerk 1, 2 and 4 are gender dominated by legislative definition, but Clerk 3 has only 8 incumbents, parties may wish to include that classification.

Parties in all four universities negotiated the inclusion of additional female classes. In the larger universities, these inclusions were useful to complete class series in order to avoid inversion and/or compression, for example if clerk 1 and 3 were included as "10/70" female classes, clerk 2 was included as an additional class. Therefore, if clerk 1 and 3 received pay equity adjustments, clerk 2 although not part of the evaluation exercise, also received an adjustment.

Overall, an additional 290 employees or 3.9% of the university workforce were included as additional classes in this stage of negotiations (Table 2.2).

Collège universitaire de Saint-Boniface, which had no 10/70 female-dominated classes, negotiated nine additional female classes or 47.8% of its female workers into the pay equity audit.

Total Female Classes

As displayed in Table 2.3, when the "10/70" female-dominated classes and the additional classes were combined, approximately 50.8% of the female workforce or 25.4% of the total workforce was included in the pay equity audit.

Brandon University had the highest percentage of workers (34.5%) included as female classes in the audit followed by 29.2% at the University of Manitoba.

TABLE 2.1

UNIVERSITIES

SUMMARY OF EMPLOYEE DISTRIBUTION IN
FEMALE-DOMINATED CLASSES*: 1986

University	Female-Dominated Classes		Females		Males		Total Employees in Female-Dominated Classes	
	Number		Number	Percent of Total Females	Number	Percent of Total Males	Number	Percent of Total Employees
Brandon University	6		75	40.8%	2	1.0	77	20.4%
Collège universitaire de Saint-Boniface	0		0	0.0	0	0.0	0	0.0
University of Manitoba	27		1,234	44.6	154	4.3	1,388	21.8
University of Winnipeg	7		124	38.3	31	8.2	155	22.1
Total	40		1,433	43.1%	187	4.4%	1,620	21.5%

*Female-Dominated Classes: 10 or more incumbents, 70% or more female.

Source: Manitoba Labour, Pay Equity Bureau

TABLE 2.2

UNIVERSITIES

SUMMARY OF EMPLOYEE DISTRIBUTION IN
ADDITIONAL FEMALE CLASSES*: 1986

University	Additional Female Classes		Females		Males		Total Employees in Additional Female Classes	
	Number		Number	Percent of Total Females	Number	Percent of Total Males	Number	Percent of Total Employees
Brandon University	23		53	28.8%	0	0.0%	53	14.1%
Collège universitaire de Saint-Boniface	9		22	47.8	1	2.1	23	24.7
University of Manitoba	32		135	4.9	29	0.8	164	2.6
University of Winnipeg	8		45	13.9	5	1.3	50	7.1
Total	72		255	7.7%	35	0.8%	290	3.9%

*Additional Female Classes: Classes of less than 10 incumbents considered female-dominated

Source: Manitoba Labour, Pay Equity Bureau

TABLE 2.3

UNIVERSITIES

SUMMARY OF EMPLOYEE DISTRIBUTION IN
FEMALE-DOMINATED* AND ADDITIONAL FEMALE CLASSES** : 1986

University	Female Classes	Females		Males		Total Employees in Female Classes	
		Number	Percent of Total Females	Number	Percent of Total Males	Number	Percent of Total Employees
Brandon University	29	128	69.6%	2	1.0%	130	34.5%
Collège universitaire de Saint-Boniface	9	22	47.8	1	2.1	23	24.7
University of Manitoba	59	1,369	49.5	183	5.1	1,552	24.4
University of Winnipeg	15	159	52.2	36	9.5	205	29.2
Total	112	1,688	50.8%	222	5.3%	1,910	25.4%

* Female-Dominated Classes: 10 or more incumbents, 70% or more female

** Additional Female Classes: Classes of less than 10 incumbents considered female-dominated

Source: Manitoba Labour, Pay Equity Bureau

A.2 Male-Dominated Job Classes

10/70 Male Classes

Table 2.4 outlines the 10/70 male-dominated classes which were included in the pay equity audit. The application of the 10/70 provision to male-dominated classes resulted in approximately 33.7% of the university workforce and 50.4% of the male workers being included in the pay equity exercise for comparison purposes.

The University of Manitoba had the greatest number of male-dominated classes (27) encompassing 51.6% of the male employees, followed by Brandon University with 3 classes or 60.6% of the male workers.

The 10/70 provision restricted the number of male comparator classes in Brandon University, University of Winnipeg and Collège universitaire de Saint-Boniface. For example, Collège universitaire de Saint-Boniface had no male 10/70 classes and the University of Winnipeg had one male 10/70 class.

Additional Male Classes

Employer and employee representatives in all 4 universities also negotiated the inclusion of additional male classes. In many organizations, the inclusion of additional male classes for comparator purposes is essential as the 10/70 provision does not provide a reasonable number of male comparator classes within an organization. For example, the University of Winnipeg had only one 10/70 male-dominated class but negotiators included an additional three male classes to serve as comparators. Collège universitaire de Saint-Boniface had no 10/70 male-dominated classes but negotiated the inclusion of five additional male classes. The inclusion of these additional male classes resulted in all 4 universities having a sufficient number of classes for comparator purposes.

Total Male Classes

As displayed in Table 2.6, the total number of male classes included in the pay equity audit for comparator purposes varied depending upon the number of 10/70 classes and the agreement of the parties on the inclusion of additional classes. The University of Manitoba included the greatest number of male classes (35 classes encompassing 52.8% of the male workforce). Brandon University negotiated 11 classes encompassing 69.4% of its male workforce. All four organizations ended this phase with a sufficient number of male classes for comparison purposes included in the pay equity audit.

TABLE 2.4

UNIVERSITIES

SUMMARY OF EMPLOYEE DISTRIBUTION IN
MALE-DOMINATED CLASSES*: 1986

University	Male-Dominated Classes Number	Females		Males		Total Employees in Male-Dominated Classes	
		Number	Percent of Total Females	Number	Percent of Total Males	Number	Percent of Total Employees
Brandon University	3	13	7.1%	117	60.6%	130	34.5%
Collège universitaire de Saint-Boniface	0	0	0.0	0	0.0	0	0.0
University of Manitoba	27	375	13.6	1,850	51.6	2,225	35.0
University of Winnipeg	1	31	9.6	154	40.8	185	26.4
Total	31	419	12.6%	2,121	50.4%	2,540	33.7%

*Male-Dominated Classes: 10 or more incumbents, 70% or more male.

Source: Manitoba Labour, Pay Equity Bureau

TABLE 2.5

UNIVERSITIES

SUMMARY OF EMPLOYEE DISTRIBUTION IN
ADDITIONAL MALE CLASSES*: 1986

University	Additional Male Classes Number	Females		Males		Total Employees in Additional Male Classes	
		Number	Percent of Total Females	Number	Percent of Total Males	Number	Percent of Total Employees
Brandon University	8	1	0.5%	17	8.8%	18	4.8%
Collège universitaire de Saint-Boniface	5	2	4.3	10	21.3	12	12.9
University of Manitoba	8	0	0.0	43	1.2	43	0.7
University of Winnipeg	3	0	0.0	17	4.5	17	2.4
Total	24	3	0.1%	87	2.1%	90	1.2%

*Additional Male Classes: Classes of less than 10 incumbents considered male-dominated

Source: Manitoba Labour, Pay Equity Bureau

TABLE 2.6

UNIVERSITIES

SUMMARY OF EMPLOYEE DISTRIBUTION IN
MALE-DOMINATED* AND ADDITIONAL MALE CLASSES**: 1986

University	Male Classes		Females		Males		Total Employees in Males Classes	
	Number		Number	Percent of Total Females	Number	Percent of Total Males	Number	Percent of Total Employees
Brandon University	11		14	7.6%	134	69.4%	148	39.3%
Collège universitaire de Saint-Boniface	5		2	4.3	10	21.3	12	12.9
University of Manitoba	35		375	13.6	1,893	52.8	2,268	35.7
University of Winnipeg	4		31	9.6	171	45.4	202	28.8
Total	55		422	12.7%	2,208	52.5%	2,630	34.9%

* Male-Dominated Classes: 10 or more incumbents, 70% or more male

** Additional Male Classes: Classes of less than 10 incumbents considered male-dominated

Source: Manitoba Labour. Pay Equity Bureau

B. SELECTION AND/OR DEVELOPMENT OF A GENDER-NEUTRAL JOB EVALUATION SYSTEM

In accordance with section 9(1) of The Pay Equity Act, employer and employee representatives had to reach agreement by June 30, 1987 respecting the selection and/or development of a single, gender-neutral job evaluation system. In accordance with this agreement, this job evaluation system was then applied in each organization in order to determine the value of the work performed by female and male-dominated classes.

In determining value for the purposes of the Act, the criterion which was applied was the composite of the skill, effort and responsibility normally required in the performance of the work and the conditions under which the work is performed (section 6(1)).

At this stage of the pay equity audit, the four organizations selected and/or developed job evaluation systems. All universities chose to use weighted, point factor plans with three selecting Hay & Assoc. and one organization, Collège universitaire de Saint-Boniface developed its own in-house system. The systems selected and/or developed by these organizations are presented in Table 2.7.

TABLE 2.7
UNIVERSITIES
JOB EVALUATION SYSTEMS SELECTED AND/OR DEVELOPED

<u>University</u>	<u>Job Evaluation System</u>
Brandon University	Point Factor Hay & Assoc.
College universitaire de Saint-Boniface	Point Factor Designed In-House
University of Manitoba	Point Factor Hay & Assoc.
University of Winnipeg	Point Factor Hay & Assoc.

Source: Manitoba Labour, Pay Equity Bureau

PHASE II: JULY 1, 1987 - SEPTEMBER 30, 1988

All four universities proceeded to Phase II of the pay equity process. In accordance with the agreement of the parties, the job evaluation systems were applied to the female and male classes in order to determine the composite values of these classes. The point values for these job classes and their corresponding wage rates then provided the necessary information for parties to determine and compare the value of work performed by female and male-dominated classes.

A. NEGOTIATED WAGE RATES FOR JOB CLASS COMPARISONS

The Pay Equity Act gives the parties the flexibility to negotiate the wage rate which is most suitable to the particular circumstances of an organization. As discussed in the Pay Equity Bureau's Booklet 3 - Interpretation and Wage Adjustments, the pay rate level selected for comparison of male and female-dominated job classes should be standardized across the organization. Depending on the circumstances in an organization, either base rate, mid-point or job maximum could be used as an acceptable pay rate for comparison purposes.

The majority of universities (three) negotiated to use the maximum hourly rates of the job classes for job class comparisons (Table 2.8). Negotiators for Collège universitaire de Saint-Boniface chose to use the minimum rate of pay for job class comparisons. All comparisons were standardized to an hourly wage rate.

Parties also had to negotiate the most suitable date for fixing the wage rates to be used for comparison purposes. Most parties negotiated dates which were as up-to-date and close as possible to the date that they were entering the final stages of negotiations for determining the pay inequities of the female job classes.

TABLE 2.8
UNIVERSITIES
NEGOTIATED WAGE RATES FOR JOB CLASS COMPARISONS

<u>University</u>	<u>Wage Rate (\$/hour)</u>
Brandon University	Maximum of pay range
Collège universitaire de Saint-Boniface	Minimum of pay range
University of Manitoba	Maximum of pay range
University of Winnipeg	Maximum of pay range

Source: Manitoba Labour, Pay Equity Bureau

B. SELECTED METHODOLOGIES FOR NEGOTIATING PAY EQUITY WAGE ADJUSTMENTS

There are a variety of methodologies that parties may negotiate for the identification of the gender-based pay inequities in their organizations. These methodologies are outlined in the Pay Equity Bureau's Book 3 - Interpretation and Wage Adjustments. This booklet presents four of the most common statistical techniques for identifying and correcting pay inequities for undervalued female job classes. These techniques are:

- comparison of single, female-dominated job class to single, male-dominated job class;
- comparison of single, female job class to male job class cluster;
- adjusting female job classes to male pay line; and
- adjusting female job classes to male pay line without altering female-to-female job class relationships (female pay line to male pay line).

The Pay Equity Bureau presented different methodologies since circumstances may vary with different organizations and average and indirect comparisons of value are permitted according to section 6(2) of The Pay Equity Act:

" Where a public sector employer, in accordance with the procedures for negotiation hereinafter set out, adjusts its compensation practices so that female-dominated classes are assigned a schedule or grade of pay equal to the average or projected average schedule or grade of pay of male-dominated classes performing work of equal or comparable value, the employer shall be deemed to have complied with the obligations to implement pay equity."

Any analysis and resulting correction of pay inequities had to be considered within the legislated framework of The Pay Equity Act. For example, if parties decided to use the technique of adjusting female job classes to the male pay line without altering female-to-female job class relationships, the Pay Equity Bureau cautioned that although this methodology was advantageous in protecting the interrelationships between

female job classes, it should be examined carefully as it may only partially correct the pay discrepancies between comparable male and female job classes.

As displayed in Table 2.9, parties negotiated different methodologies depending on the particular circumstances of the organization.. Three organizations; Brandon University, Collège universitaire de Saint-Boniface and the University of Winnipeg negotiated to move the female pay line to the male pay line with maintenance of the female scatter of job classes around the male pay line. One organization; the University of Manitoba negotiated to move the female job classes to the male pay line.

TABLE 2.9
UNIVERSITIES
SELECTED METHODOLOGIES FOR
NEGOTIATING PAY EQUITY WAGE ADJUSTMENTS: 1988

<u>University</u>	<u>Methodology</u>
Brandon University	Female pay line to male pay line
Collège universitaire de Saint-Boniface	Female pay line to male pay line
University of Manitoba	Female job class to male pay line
University of Winnipeg	Female pay line to male pay line

Source: Manitoba Labour, Pay Equity Bureau

C. ADJUSTED FEMALE-DOMINATED JOB CLASSES

Parties assessed the female job classes as compared to male classes using the negotiated methodologies (Table 2.9). Adjustments were negotiated for the female classes which were identified as being undervalued.

Table 2.10 displays the adjusted and non-adjusted female classes for each university. Brandon University and the University of Winnipeg adjusted 100% of the female job classes which were assessed. Collège universitaire de Saint-Boniface adjusted 90%, and the University of Manitoba 98.4%, of the assessed job classes.

Overall, 98.5% of the female classes, encompassing 1,954 workers or 99.1% of the employees which were assessed for potential pay inequities were adjusted in the four universities.

TABLE 2.10
UNIVERSITIES
SUMMARY OF ADJUSTED AND
NON-ADJUSTED FEMALE CLASSES: 1988

University	Not Adjusted						Adjusted									
	Classes		Females		Males		Employees		Classes		Females		Males		Employees	
	#	% of Total Classes	#	% of Total Assessed	#	% of Total Assessed	#	% of Total Assessed	#	% of Total Classes	#	% of Total Assessed	#	% of Total Assessed	#	% of Total Assessed
Brandon University	0	.0%	0	.0%	0	.0%	0	.0%	39	100.0%	127	100.0%	5	100.0%	132	100.0%
Collège universitaire de Saint-Boniface	1	10.0	3	12.5	1	100.0	4	16.0	9	90.0	21	87.5	0	.0	21	84.0
University of Manitoba	1	1.6	14	1.0	0	.0	14	.9	60	98.4	1,357	99.0	185	100.0	1,542	99.1
University of Winnipeg	0	.0	0	.0	0	.0	0	.0	21	100.0	216	100.0	43	100.0	259	100.0
Total	2	1.5%	17	1.0%	1	.4%	18	.9%	129	98.5%	1,721	99.0%	233	99.6%	1,954	99.1%

Source: Manitoba Labour, Pay Equity Bureau

D. PAY EQUITY WAGE ADJUSTMENTS

By Organization

As displayed in Table 2.11, all four universities identified gender-based pay inequities. For these organizations, the adjustments ranged from 8.9% or \$1.08 per hour at the University of Winnipeg to 28.7% or \$2.63 per hour at Brandon University. The average adjustment per class for all universities was \$2.01 or 19.7% per hour. Overall, 1,954 university employees (88% female, 12% male) received pay equity adjustments.

By Unionization

One hundred and twenty-nine classes in the four universities received pay equity wage adjustments. The majority of these classes (86%) were unionized as displayed in Table 2.12.

The overall adjustment for the unionized classes was \$1.98 or 19.4% per hour. The non-unionized classes received an overall adjustment of \$2.21 or 21.9% per hour.

By Number of Workers Receiving Pay Equity Wage Adjustments

The greatest number of employees receiving pay equity wage adjustments occurred at the University of Manitoba (1,542 employees, 49% of female workforce) followed by the University of Winnipeg (259 employees, 66.7% of female workforce) and Brandon University (132 employees, 69% of female workforce) (Table 2.11). Overall, 1,721 women representing 51.8% of the female workforce in the four universities received pay equity adjustments.

By Occupational Category

As displayed in Table 2.13, the greatest adjustment by occupational category or grouping was for jobs in medicine and health (e.g. registered nurse, dental nursing assistant) at \$2.42 per hour, followed by service jobs (e.g. cleaners; cooks) at \$2.13 per hour, and clerical jobs (e.g. secretaries, library assistants) at \$1.98 per hour.

Table 2.14 presents the percentage distribution of classes receiving adjustments by occupational category. The clerical category (e.g. secretaries, clerks, bookkeepers) represented the majority of classes receiving adjustments (66.7%). The next highest category was service at 22.5%, followed by social sciences (e.g. librarians) at 7.0%.

TABLE 2.11
UNIVERSITIES
AVERAGE ADJUSTMENTS PER CLASS (\$ AND %): 1988

University	Adjusted Classes						Average Adjustment (per hour) Dollars	Percent*
	Classes	Females	% of Female Workforce	Males	Total Employees	% of Total Workforce		
Brandon University	39	127	69.0	5	132	35.0	\$2.63	28.7%
Collège universitaire de Saint-Boniface	9	21	45.7	0	21	22.6	1.35	13.4
University of Manitoba	60	1,357	49.0	185	1,542	24.3	2.03	18.7
University of Winnipeg	21	216	66.7	43	259	37.0	1.08	8.9
Total	129	1,721	51.8	233	1,954	26.0	\$2.01	19.7%

* Represents the average of the percentage increase, not the percentage of the average dollar increase.

Source: Manitoba Labour, Pay Equity Bureau

TABLE 2.12

UNIVERSITIES

AVERAGE ADJUSTMENTS PER CLASS (\$ AND %)
BY UNION STATUS: 1988

University	Adjusted Unionized Classes			Adjusted Non-Unionized Classes		
	Number	Average Adjustment Dollars (per hour)	Percent	Number	Average Adjustment Dollars (per hour)	Percent
Brandon University	39	\$2.63	28.7%	0	-	-
Collège universitaire de Saint-Boniface	5	1.23	12.7	4	\$1.50	14.3%
University of Manitoba	47	1.87	16.7	13	2.59	25.9
University of Winnipeg	20	1.13	9.2	1	0.15	1.1
Total	111	\$1.98	19.4%	18	\$2.21	21.9%

Source: Manitoba Labour, Pay Equity Bureau

TABLE 2.13
UNIVERSITIES
ADJUSTED CLASSES AND AVERAGE ADJUSTMENT
PER CLASS BY OCCUPATIONAL CATEGORIES*: 1988

University	Managerial		Nat. Science		Soc. Science		Teaching		Medicine		Clerical		Service	
	Classes	Avg Adj (\$/hr)	Classes	Avg Adj (\$/hr)	Classes	Avg Adj (\$/hr)	Classes	Avg Adj (\$/hr)	Classes	Avg Adj (\$/hr)	Classes	Avg Adj (\$/hr)	Classes	Avg Adj (\$/hr)
Brandon University	0	-	0	-	1	\$2.61	0	-	0	-	24	\$2.61	14	\$2.67
Collège universitaire de Saint-Boniface	0	-	0	-	0	-	0	-	0	-	9	\$1.35	0	-
University of Manitoba	0	-	0	-	3	\$2.81	1	\$.95	4	\$2.42	41	\$2.03	11	\$1.79
University of Winnipeg	0	-	0	-	5	\$1.16	0	-	0	-	12	\$1.01	4	\$1.21
Total	0	-	0	-	9	\$1.87	1	\$0.95	4	\$2.42	86	\$1.98	29	\$2.13

* Occupational categories according to Canadian Classification and Dictionary of Occupations, Employment and Immigration Canada.
Source: Manitoba Labour, Pay Equity Bureau

TABLE 2.14

UNIVERSITIES

PERCENTAGE DISTRIBUTION OF ADJUSTED CLASSES
BY OCCUPATIONAL CATEGORY: 1988

Occupational Category	Classes		Average Adjustment (per hour)	
	#	% of Total Classes	\$	%
Clerical	86	66.7%	\$1.98	18.6%
Machining	0	0	0	0
Managerial	0	0	0	0
Medicine & Health	4	3.1	2.42	18.7
Natural Science & Mathematics	0	0	0	0
Processing	0	0	0	0
Service	29	22.5	2.13	25.1
Social Science	9	7.0	1.87	15.7
Teaching	1	0.8	0.95	3.6
Total	129	100.0%	\$2.01	19.7%

Note: Percentages may not add to 100 due to rounding

Source: Manitoba Labour. Pay Equity Bureau

E. TOTAL PAYROLL COSTS OF PAY EQUITY WAGE ADJUSTMENTS

As stipulated in section 7(3) of The Pay Equity Act, nothing in the Act requires any public sector employer to implement pay equity wage adjustments

- (a) in any 12 month period, in an amount in excess of 1% of the total payroll of the employer for the immediately preceding 12 month period; and
- (b) after the employer concerned has made such adjustments during 4 consecutive 12 month periods.

The total costs for the pay equity wage adjustments for the four universities are displayed in Table 2.15. Costs were directly related to the percentage of the workforce receiving pay equity wage adjustments and the average adjustment per class. For example, Brandon University with 69% of its female workforce receiving adjustments had a total payroll cost of 3.6% while Collège universitaire de Saint-Boniface with 45.7% of its female workforce receiving adjustments had total payroll costs of 1.2%. Overall, the average total payroll cost for the four universities was 2.33%.

Pay equity wage adjustments commenced in all four universities as of October 1, 1988. Parties negotiated the number of years for implementing the pay equity adjustments. Brandon University and the University of Winnipeg chose to phase in the pay equity adjustments over a four-year period, University of Winnipeg over a three-year period and Collège universitaire de Saint-Boniface over a one-year period.

TABLE 2.15

UNIVERSITIES

TOTAL PAYROLL COSTS FOR PAY EQUITY WAGE ADJUSTMENTS: 1988

University	Yearly Adjustments as a Percentage of Total Payroll				Total Cost %
	Year 1 1988	Year 2 1989	Year 3 1990	Year 4 1991	
Brandon University	0.6%	1.0%	1.0%	1.0%	3.6%
Collège universitaire de Saint-Boniface	0.6	0.6	0.0	0.0	1.2
University of Manitoba	0.7	0.7	0.7	0.7	2.8
University of Winnipeg	0.7	0.7	0.3		1.7

Average Cost (% of total payroll)*

= 2.33%

* Average % cost represents the average of the percent costs
for the four universities

Source: Manitoba Labour, Pay Equity Bureau

APPENDIX A

THE ROLE OF THE MANITOBA PAY EQUITY BUREAU

The Pay Equity Bureau was established in 1985 as mandated by The Pay Equity Act. The primary roles of the Bureau are:

- to establish the principle of pay equity in Manitoba, the principle being that wages should reflect the value of the job, regardless of the gender of the worker; and
- to inform employers, employees and bargaining agents of the principles and practices of pay equity.

The Pay Equity Bureau provided the following services to the organizations implementing pay equity under The Pay Equity Act:

- technical assistance and information to employees, unions and other employee representatives, and employers, particularly with regard to job evaluation and the technical interpretation of data;
- educational material and training to organizations on all aspects of pay equity in general and also on specific areas such as job evaluation, job analysis and the interpretation of salary data as related to pay equity implementation; and
- upon request, conciliation and mediation services of matters related to pay equity implementation.

In addition, the Pay Equity Bureau has the responsibility for monitoring the implementation of pay equity by organizations covered by The Pay Equity Act. The Pay Equity Bureau developed monitoring report forms. The timing of the monitoring reports was closely tied to the signing by the parties of the first and second Agreements. The Pay Equity Bureau presented the reports to the Pay Equity Officers for the organizations prior to the reports being finalized in order to ensure that all parties understood what information would be requested.

The first Monitoring Report (Form 1) focused on the following:

- A. Employee profiles
 - by union status
 - by gender
- B. Determination of male and female-dominated job classes
- C. Job evaluation system
 - Type of System
 - Selection Process
- D. Job analysis
- E. Job evaluation test application
- F. Communications

The second Monitoring Report (Form 2) focused on the following aspects of pay equity implementation:

- A. Gender-dominated classes for evaluation and/or wage adjustments
- B. Job evaluation system
 - changes/modifications or additions since first report
- C. Job analysis
- D. Job rating
- E. Methodology for job class comparison
- F. Wage negotiation process and adjustments
- G. Wage gap assessment

Copies of the Monitoring Report Forms I and II and instructions for analysis of the gender wage gap are included as Appendix C.

APPENDIX B

Pay Equity Implementation Monitoring Report Form I

**Pay Equity Bureau
Manitoba Labour
April 1989**



Organization, Corporation or Entity

Monitoring Report Form I

A. General Information (as of commencement date _____ of pay equity)
(please specify)

	Total	Male	Female
Total Number of Employees	_____	_____	_____
Full time	_____	_____	_____
Part time	_____	_____	_____
Other (Specify) _____	_____	_____	_____
Total Unionized (Certified)	_____	_____	_____
By Union (Name) _____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
Non-Unionized	_____	_____	_____
Exempt (As defined in Labour Relations Act)	_____	_____	_____

B. Determination of Classes

1. Please attach as Appendix B all classes within your organization. Indicate union, non-union status, and the numbers of males and females within each class, and the total number of classes. (Appendix B₁). (As of commencement date)
2. Indicate which classes within your organization have 10 or more incumbents and 70% predominance of male or female incumbents. (Appendix B₂). (As of commencement date)

3. Did your organization select additional classes?

____ Yes ____ No

↓
If yes:

a) List the classes your organization selected as part of the pay equity process as Appendix B₃ outlining class, number of male and female employees in each class, gender dominance of class, union/non-union status of class, and the steps or pay grids for each class as of commencement date.

b) What was the rationale for the selection of these classes?

c) List who was involved in the selection process.

C. Job Evaluation System

1. What resources were used to implement pay equity? (Check all that apply).

____ Consultants ____ Within Corporation ____ Union ____ Other

Supply the names, addresses and phone numbers of the contact persons responsible for design of your job evaluation system.

2. a) Please indicate the type of job evaluation system you have selected or developed for pay equity purposes. (Weighted point, factor, policy capturing, etc.)

b) List who was involved in the selection of the system.

c) Generally outline the reasons for choosing the system.

d) Is this job evaluation plan covered by copyright?

☐ Yes

☐ No

e) Has the plan been used for pay equity purposes before? If yes, please elaborate.

3. Please indicate the breakdown of any sub-factors used in your system and identify their relationship to the major criteria of skill, effort, responsibility and working conditions. In addition, indicate the relative weighting attributed to each factor. (Appendix C₂).

4. Is the job evaluation plan proposed an "off-the-shelf" plan? Did you make any modifications to the plan? If so, please indicate both design and weighting changes.

5. Did you make any specific modifications to ensure gender-neutrality? If so, identify and explain.

D. Job Analysis

1. What methods were used for gathering information for job analysis?
(Check all that apply).

___ Questionnaire

___ Interview

___ Updating old descriptions

___ On-the-job observation

___ Employees writing their own

___ Supervisor input

___ Other (please specify) _____

Please attach forms and sample description format. (Appendix D₁).

E. Job Evaluation Test Application

1. What steps were taken to test the application of your job evaluation system? (Appendix E₁).

2. Outline any specific rules used to ensure gender-neutrality or factor interpretation for applying your job evaluation system? (Appendix E₂).

3. Indicate who was involved on your rating committee. (Appendix E).
Also attach any relevant terms of reference of your rating committee.

F. Communications

Have you agreed on a communication plan to educate employees and management about pay equity? Please attach any relevant material. (Appendix F₁).

___ Yes

___ No

**Pay Equity Implementation
Monitoring Report Form II**

**Pay Equity Bureau
Manitoba Labour
April 1989**

Monitoring Report Form II

Please fill out and forward the appropriate sections of this form as each of the stages outlined below is completed:

- A. Gender-Dominated Classes for Evaluation and/or Wage Adjustments
- B. Job Evaluation System
- C. Job Analysis
- D. Job Rating
- E. Methodology for Job Class Comparison
- F. Wage Negotiation Process and Adjustments
- G. Wage Gap Assessment

A. Gender-Dominated Classes for Evaluation and/or Wage Adjustments

1. Please list on the attached form all classes which are:

- part of evaluation process;
- not evaluated but part of wage adjustment process; and
- classes which have been deleted or added since the fixing of classes for the First Agreement. Note the rationale for the deletion or addition of these classes.

Gender-Dominated Classes

(Evaluated: 10/70)

Class (10/70)

Gender

Union/Non-Union/Excluded

-
- * Star any added classes since First Agreement.
 - ** List any classes which have been deleted since First Agreement.

Gender-Dominated Classes

(Evaluated: Additional)

Class (Additional)

Gender

Union/Non-Union/Excluded

- * Star any added classes since First Agreement.
- ** List any classes which have been deleted since First Agreement.

Gender-Dominated Classes

(Not Evaluated but Eligible for Wage Adjustments)

Additional Classes

Union/Non-Union/Excluded

* Star any added classes since First Agreement.

** List any classes which have been deleted since First Agreement.

B. Job Analysis

1. Concerning the gathering of information for job analysis, attach as Appendix B the following information if applicable:
 - a) description of method used to gather information for job analysis;
 - b) copies of forms, sample job descriptions and questionnaires;
 - c) criteria and rationale for selection of incumbents to be representative of job class;
 - d) number and gender of incumbents selected from each class for job content information;
 - e) training of incumbents on completing job content information; and
 - f) what policies and steps were used to maintain gender-neutrality during this process, particularly in the area of job description writing, and selection and training of incumbents.

C. Job Rating

1. If a rating process was used in the evaluation of jobs, please provide information as Appendix C on:

- a) who was responsible for the rating of jobs;
- b) if a committee was used for rating, outline:
 - i) number of committees;
 - ii) criteria and procedures used for selection of committee members;
 - iii) number and type of representatives on each committee outlining: representation by management, unions, gender, and type of occupation. Also, identify chairperson(s) and facilitator(s) if used;
 - iv) training of committee members on rating jobs (course content and course length);
 - v) procedures used to resolve lack of consensus among committee members during evaluation process;
 - vi) review procedures, if applicable, after ratings were completed.
- c) benchmark positions (if applicable) used in rating process; and
- d) what policies and steps were used to maintain gender-neutrality during this process particularly in the area of training.

D. Methodology for Comparison of Male and Female-Dominated Classes

1. Attach as Appendix D, a description of the method used to compare male and female-dominated classes, the rationale for the method and the results including:
 - Pay rates used for evaluated classes (indicate if rate is minimum, mid-point, maximum or other and reasons for choice);
 - Value points for all female and male-dominated evaluated classes for each factor and composite;
 - Scattergram (if applicable); and
 - Calculations if applicable including regression analysis and wage regression lines.

E. Wage Negotiation Process and Adjustments

1. Attach as Appendix E, the following information:
 - a) Committee structure for wage negotiation process outlining:
 - representation by management, union according to gender; and
 - identification of chairperson(s) and facilitators (if applicable).
 - b) Criteria and procedure used for selection of committee members.
2. Attach as Appendix E2, the following information:
 - a) Interpretations of:
 - payroll used for pay equity implementation; and
 - wages.
 - b) Criteria and methodology which were used for:
 - determining the amount of wage adjustments;
 - the allocation or distribution of the wage adjustments among the entitled female classes; and
 - the timing or phasing-in of wage adjustments.
3. Attach as Appendix E3, the following information for the female-dominated classes receiving adjustments:
 - a list of all classes identified as 10/70's and additional;
 - total employee counts by gender for each class as of the date of initial adjustment;
 - the wage rate for each of the classes before adjustment, the amount of adjustment per year and total adjustment after 4 years; and
 - the projected estimates or costs per year in dollars and as a percentage of payroll for the wage adjustments for each class and the total for all classes.
4. Attach as appendix E4 the following information for the female-dominated classes not receiving adjustments:
 - a list of all classes identified as 10/70's and additional; and
 - total employee counts by gender as of the initial date of wage adjustments.

5. Attach the following summary sheet as Appendix F5 with information on number of employees and total number of classes receiving adjustments and not receiving adjustments.

A. General Information (as of day prior to first pay equity adjustment)

	Total	Male	Female
Total Number of Employees	_____	_____	_____
Full time	_____	_____	_____
Part time	_____	_____	_____
Other (Specify) _____	_____	_____	_____
Total Unionized (Certified)	_____	_____	_____
By Union (Name) _____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
Non-Unionized	_____	_____	_____
Exempt (As defined in Labour Relations Act) _____	_____	_____	_____

B. Class Adjustments

	Employees			
	<u>Classes</u>	<u>Female</u>	<u>Male</u>	<u>Total</u>
i) 10 or more, 70% female-dominated	_____	_____	_____	_____
- adjusted	_____	_____	_____	_____
- not adjusted	_____	_____	_____	_____
ii) additional classes, female-dominated	_____	_____	_____	_____
- adjusted	_____	_____	_____	_____
- not adjusted	_____	_____	_____	_____

F. Assessment of the Wage Gap

1. For comparison of male and female wages prior to and after the pay equity wage adjustment process, please provide as Appendix F1: (Instructions on how to do these calculations are attached).
 - a) the weighted average hourly rates for each female-dominated class which received adjustments and the overall total for these classes prior to and after 1 $\frac{1}{2}$ wage adjustment and projected 4 $\frac{1}{2}$ adjustment; and
 - b) the weighted average hourly rates for each male-dominated class and average total for these classes evaluated as part of pay equity process; and
 - c) the overall weighted average hourly rate for all female employees and all male employees prior to and after each wage adjustment and the projected total adjustment.

Pay Equity Implementation

Instructions to

Monitoring Report Form II

Section F - Assessment of the Wage Gap

**Pay Equity Bureau
Manitoba Labour
April 1989**

Assessment of the Wage Gap in an Organization

In order to do the calculations for section G of the Pay Equity Implementation Monitoring Report Form II, more detailed instructions are presented as follows:

I. For Section F.1.a.

- 1) The weighted* average hourly rates for each female class receiving pay equity adjustments (include gender-dominated 10/70 classes and additional classes with less than 10 incumbents)

i) Pre-pay equity adjustment

First step: Calculation of average wage rate for one class

Calculate this rate by:

- Listing the actual hourly wage rate for each incumbent and the total number of incumbents in the class according to each pay step in the class:

For example: Clerk 3

<u>Pay Steps</u>	<u>Hourly Rate</u>	<u>Number of Incumbents</u>
1.	\$ 10.76 /hour	2
2.	11.07	2
3.	11.42	1
4.	11.78	5
5.	12.16	6
6.	12.59	<u>4</u>
		20

- In order to compute a total, multiply the number of incumbents by the actual wage rate for each pay grade and add.

*Note: weighting means a calculation of average hourly rates on the basis of the number of incumbents in each pay step

For example: Clerk 3

<u>Pay Step</u>	<u>Hourly Rate</u>	<u>Number of Incumbents</u>	<u>Total Wages/Hourly</u>
1.	10.76	2	\$ 21.52
2.	11.07	2	22.14
3.	11.42	1	11.42
4.	11.78	5	58.90
5.	12.16	6	72.96
6.	12.59	<u>4</u>	<u>50.36</u>
	Total	20	\$237.30

- Compute the average wage rate for each class by dividing total hourly wages by total number of incumbents.

For example: Clerk 3

$$\text{average wage rate} = \frac{\text{total wages}}{\text{total number of incumbents}} = \frac{\$237.30}{20} = \$11.87$$

ii) Post-pay equity adjustment:

For calculation of the average wage rate for each female class after adjustment:

- Use the same methodology as outlined above for the pre-pay equity adjustment, only substitute the post-pay equity wage rates:

For example: Clerk 3

<u>Pay Steps</u>	<u>Pre-Pay Equity</u>	<u>Total Adjust.</u>	<u>Post-Pay Equity</u>	<u>Number of Incumbents</u>	<u>Post-Pay Equity Total Wages/ Hourly</u>
1	\$10.76	\$2.00	\$12.76	2	\$ 25.52
2	11.07	2.00	13.07	2	26.14
3	11.42	2.00	13.42	1	13.42
4	11.78	2.00	13.78	5	68.90
5	12.16	2.00	14.16	6	84.96
6	12.59	2.00	14.59	<u>4</u>	<u>58.36</u>
	Total			20	\$277.30

$$\text{Average post-pay equity wage rate} = \frac{\$277.30}{20}$$

$$= \$ 13.87$$

- If the yearly adjustments are to be done with the adjustments being the same amount per year, the average wage rates after adjustment can just be calculated on a total adjustment basis. The yearly adjustment does not have to be shown. For example, \$2.00 total adjustment distributed evenly over 4 years as 60¢ per year.
- If the yearly adjustments are not the same from one year to the next, calculations of average wage rates should be done for each year of adjustment.

2) Second step: Calculation of average wage rate for all female classes receiving adjustments

To determine the overall total average wage rate for female classes receiving pay equity adjustments:

- Using the methodology outlined in Section I.1.i, compute individual average wage rates for all of these classes pre and post-pay equity. (Include gender-dominated 10/70 classes and additional classes).
- Add these rates and divide by total number of classes to determine the average rate for all classes.

For example:

<u>Female Class</u>	<u>Average Wage Rate</u>	
	<u>Pre-Pay Equity</u>	<u>Post-Pay Equity</u>
Clerk 3	\$11.87	\$13.87
Secretary 2	10.24	12.50
Bookkeeper 2	<u>12.20</u>	<u>13.90</u>
Total	\$34.31	\$40.27
Average Rate =		
	<u>34.31</u>	<u>40.27</u>
	3	3
	= <u>\$11.44</u>	<u>\$13.42</u>

II. For Section F.1.b.

- 1) The weighted average hourly wage rate for each male-dominated class which was evaluated as part of pay equity process.
- Compute using the same methodology as outlined above in Section I.1.i. for female classes.
- 2) The weighted average hourly wage rate for all male classes which were evaluated.
- Compute using the same methodology as outlined above in Section I.2.

III. For Section F.1.c.

To compute the average hourly rates for all female employees and all male employees prior to and after the projected pay equity adjustment:

i) For female and male employees: pre-pay equity

- List the actual hourly wage rate for each female employee in the organization before wage adjustments. Usually this would be done using pay rates for the last pay period before adjustments.
- Add the hourly wage rates and divide the total by the total number of female employees. Note, this calculation includes all female employees in the organization i.e. can be in male-dominated classes, gender-neutral classes, not receiving adjustments, etc..
- An example of this calculation is shown on page 6 of this document.
- Repeat this procedure to calculate the actual average hourly male rate substituting male employees and male hourly wage rates.

ii) For female employees: post pay equity adjustment

- List the projected hourly wage rate for each female employee after the total pay equity adjustment. (Include all female employees, that is, those receiving adjustments and not receiving adjustments).
- Calculate the projected average hourly wage rate for all female employees by adding up the individual rates and dividing by the total number of female employees.

For example, the average wage rates for female and male employees are calculated as follows:

1) For female employees

Female Employees Average Hourly Wage Rate

	<u>Pre-Pay Equity</u>	<u>Adjustment</u>	<u>Post-Pay Equity</u>
Social Worker II	\$18.60	\$ 0.00	\$18.60
Bookkeeper 2	11.60	2.00	13.60
Clerk 1	10.20	1.10	11.30
Secretary III	12.20	2.00	14.20
Computer Analyst 3	<u>20.10</u>	0.00	<u>20.10</u>
Total	\$72.70		\$77.80

Average Hourly Wage Rate = $\frac{72.70}{5}$
(Pre-Pay Equity)

= \$ 14.54

(Post-Pay Equity) = $\frac{77.80}{5}$

= \$15.56

2) For male employees

Hourly Wage Rates

Building Manager 5	\$19.73
Electrician	18.00
Accountant 4	22.30
Security Officer 2	<u>11.13</u>
Total	\$71.16

Average Hourly Wage = $\frac{71.16}{4}$

= \$17.79

APPENDIX C

UNIONS AND ASSOCIATIONS INVOLVED IN IMPLEMENTATION OF THE PAY EQUITY ACT IN MANITOBA UNIVERSITIES

AESES	- Association of Employees Supporting Education Services
BUFA	- Brandon University Faculty Association
CAIMAW	- Canadian Association of Industrial, Mechanical and Allied Workers
CCSB	- L'Association des Professeurs du Collège Communautaire de Saint-Boniface (MGEA)
CUEW	- Canadian Union of Educational Workers
CUPE	- Canadian Union of Public Employees
CUSB	- L'Association des Professeurs du Collège Universitaire de Saint-Boniface (MGEA)
GCIU	- Graphic Communications International Union
IATSE	- International Alliance of Theatrical Stage Employees
IUOE	- International Union of Operating Engineers
MFCW	- Manitoba Food and Commercial Workers
MGEA	- Manitoba Government Employees' Association
UMDCSA	- University of Manitoba Dental Clinical Staff Association
UMFA	- University of Manitoba Faculty Association
UMPA	- University of Manitoba Police Association
UWFA	- University of Winnipeg Faculty Association
UWFA-C	- University of Winnipeg Faculty Association - Collegiate Unit